



# Monterey County Office of Education

*Leadership, Support, and Service to Prepare All Students for Success*

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**Dr. Nancy Kotowski**  
**County Superintendent of Schools**

Your Invitation to Participate

## **Crisis Leadership and Decision Making for Elected Officials and School District Superintendents Seminar**

Tuesday, March 30, 2010  
8:30 a.m. to 12:30 p.m.

Monterey County Office of Education  
901 Blanco Circle, Salinas, CA 93901

The Monterey County Office of Education is hosting a *Crisis Leadership and Decision Making for Elected Officials and School District Superintendents Seminar* on March 30, 2010. We take this opportunity to invite you to participate.

The seminar is funded by the U.S. Department of Homeland Security and is presented and facilitated by the National Response and Rescue Training Center (NERRTC), a division of the Texas Engineering Extension Service (TEEX) and a member of the Texas A&M University System.

The seminar is an executive-level presentation that will use a Harvard University, Kennedy School of Government case study to focus discussion and formulate lessons learned from the incident.

A product of the seminar will be the development of an action plan charting actions to continue the improvement of the area's emergency preparedness.

Elected officials, as well as selected public and private sector senior executives who would have a key role in the event of a catastrophe, are invited to participate in the seminar. In addition, senior staff representing the elected officials may be designated to attend.

Following your registration, you will receive a Participant Manual that includes the case study and a Participant Note Guide. To maximize the full potential of the seminar, it is important that you read the study and take appropriate notes prior to attending. The seminar concentrates on the issues that you identify during the reading and does not provide a review of the information in the study. Reading the study will take about 2-4 hours.

**Seating is limited. Please complete the Registration Form on the reverse side of this invitation and return by FAX to 831.755.6473 before March 22, 2010.** The seminar will be held at the Monterey County Office of Education, located at 901 Blanco Circle, Salinas.

For additional information, please contact Ron Eastwood, Communications Officer, Monterey County Office of Education at (831) 755-0396.

**Registration for**  
**Crisis Leadership and Decision Making for Elected Officials**  
**Seminar**

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- Complete this Registration Form and return by FAX to 831.755.6473.
- Registration deadline is Monday, March 22, 2010.
- For additional information, please contact Ron Eastwood, Communications Officer, Monterey County Office of Education at (831) 755-0396.

NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

JURISDICTION: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_

MAILING ADDRESS: \_\_\_\_\_

\_\_\_\_\_

EMAIL: \_\_\_\_\_

## CRISIS LEADERSHIP & DECISION MAKING FOR ELECTED OFFICIALS — MGT-340

The Crisis Leadership & Decision Making for Elected Officials Seminar uses one of four Harvard University, Kennedy School of Government case studies to examine the dynamics of crisis leadership and decision making from an elected or senior official's perspective. The four hour seminar uses the case study to frame the discussion on ways to overcome leadership challenges in planning and responding to a large scale incident. The final outcome of the seminar is the development of an individual and jurisdiction action plan of actions needed to improve preparedness and emergency response.

**Training Level:** Executive

**Venue:** The seminar can be delivered on-site to any requesting mayor, county executive officer, county commissioner or senior appointed official. Each seminar is fully funded by a training grant provided by the Federal Emergency Management Agency, Department of Homeland Security.

**Course Length:** 1/2 Day (4 hours)

**Available Case Studies** (case studies from the Kennedy School of Government, Harvard University):

- Charting a Course in a Storm: U.S. Postal Service and the Anthrax Crisis
- Command Performance: County Firefighters Take Charge of the 9/11 Pentagon Emergency
- "Almost a Worst-Case Scenario": The Baltimore Tunnel Fire of 2001 (Parts A, B, C)
- Hurricane Katrina: Preparing for "The Big One" In New Orleans (Part A) and Responding to an "Ultra-Catastrophe" in New Orleans (Part B)

### Seminar Topics:

- **Planning for Effective Disaster Response:**  
Plans are notorious for ending up on the floor when the crisis occurs and must have the right amount of detail, structure and flexibility to be useful.
- **Leadership and Decision Making During a Crisis:**  
Newly elected or appointed officials need to think through their substantive functions and moral responsibilities as crisis leaders in advance of a crisis, rather than addressing their obligations for the first time in the midst of a crisis.

- **Recognizing the Extraordinary; Improving the Necessary Response:**

Every major disaster presents a unique situation and often predetermined emergency plans and response behavior that function quite well in dealing with routine emergencies are frequently grossly inadequate or counter-productive in dealing with a catastrophic incident. Even the best plans cannot anticipate every emergency situation.

- **Complex, Multi-Jurisdictional Coordination:**

As a crisis increases in complexity and multiple agencies or jurisdictions are tasked to provide support, leadership and command responsibilities may need to be transferred from those initially in charge to others with different skills or broader authority. This evolution of crisis leadership frequently produces substantial friction between agencies and jurisdictions.

- **Maintaining Scalability:**

As the crisis grows, more resources are needed, and this creates more tasks and requires a greater variety of responder capabilities.

- **Developing a Jurisdiction Preparedness Action Plan:**

From the lessons learned during seminar discussions and reading of the case study, a broad personal and jurisdiction action plan will be developed to guide future emergency preparedness planning.

**Class Size:** 15 Participants

For more information, contact:

**TEXAS ENGINEERING EXTENSION SERVICE**

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